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Approved For Release 2005/06/09 : CIA-RDP82M00531R000400170022-3

DRAFT/31 July 1973

DCI/IC 73-0819

MEMORANDUM FOR: Members of IRAC

SUBJECT: Management Objectives

I believe that it will be useful if we, as a body and as individual managers, set management objectives for ourselves for this fiscal year. These objectives should be important and specific. The extent of our success in achieving them should be measurable at the end of the year. We should be able to evaluate our performance as resource managers, at least in part, by measuring our accomplishments against our objectives. We should also be able to determine the reasons for inadequate performance and to decide on the actions needed to improve our performance.

I have provided the President with a set of objectives for the intelligence community and I am prepared to be measured by my progress in achieving these objectives. I have also established objectives for the major elements of CIA and am in the process of establishing substantive objectives for the elements of the community represented by USIB.

Listed below are a set of management objectives which I suggest for IRAC. May I have your comments and suggestions by _____.

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1. Develop a program structure which displays and describes the elements of the program in a way which will relate resources more directly to objectives and targets and thus permit more effective analysis of program developments, more orderly organizational change, and the design of more effective resource strategies. Included in this program structure should be the display of intelligence-related elements, such as Foreign Service reporting, the relationship of which to intelligence program is critically important.
2. Take measures to ensure that, while the needs for national intelligence and for military operations are met, unnecessary overlap or duplication is eliminated within and between the national and tactical areas of intelligence.
3. Using the R&D Council, develop an overall R&D strategy which identifies technological gaps and resource deficiencies, eliminates unnecessary duplication of effort, and stresses cross-program/organization technology transference.
4. Obtain economies or increased effectiveness by increased use of shared logistic, training, and administrative capabilities.
5. Seek ways to reduce the costs of compartmentation without damaging essential security.

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6. Report on outlays throughout FY 74, both to monitor progress and to be prepared to adjust outlays if that becomes necessary.

7. Establish a budget option for FY 75 which is at the FY 74 level plus approved pay raises. Identify possible trade-offs or consolidations between component programs within the level of the total National Intelligence Program. Identify where compensating reductions could be made if it appeared necessary to increase resources devoted to a particular program.

8. Identify possible savings in overhead and general support costs which could be achieved without major impact on the intelligence product.

9. Identify management and operating efficiencies which might reduce management and operating costs without major impact on the intelligence product.

10. Establish plans for manpower reductions (employing, where appropriate, the guidelines set out by the Deputy Secretary of Defense).

11. Reduce manpower deployed overseas through additional base closures, the increased use of remote control techniques, and increased reliance on Second and Third Party efforts.

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12. Increase the utility and efficiency of the Community On-line Intelligence Exchange System (COINS) through more orderly funding, the acquisition of more sophisticated equipment, the introduction of a broader selection of accessible files, and the initiation of a broader program to explain its value to potential users.

13. Seek ways to reduce the costs of intelligence production through the discontinuance of marginal products, the consolidation of related products, the reduction of duplication and redundancy among products, and the adjustment of production schedules of periodicals.

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